

# **2003 Transportation Summit Planning Team**

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Experts Comment on

## **COORDINATION, COOPERATION AND CONNECTIVITY**

# Coordination, Cooperation and Connectivity

October 20, 2003

8:30 a.m. to 4:30 p.m.

Secondary Center, Lake Michigan Conference Room, Lansing, MI

## AGENDA

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### WELCOME

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*Facilitator:* Kirk Steudle, MDOT Chief Deputy Director

#### *Discussion Moderators:*

Ken Wells, ACEC of Michigan, Rowe Incorporated  
Mike Nystrom, Associated Underground Contractors, Inc.  
Theresa Petko, Vice President, Surface Transportation, URS Corp  
Margaret Heiser, Michigan Commission on Disability Concerns, FIA  
Carmine Palombo, Director Transportation Programs, Southeast Michigan Council of Governments

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### EXPERTS SPEAKING ON THE ISSUES

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#### **Second Blue Water Bridge Project**

Bobbi Welke, Southwest Region Engineer, BWBII Project  
Manager, Michigan Department of Transportation

#### **The Canada-Michigan Border: Driving the Economies of Canada and the US**

Rocco Delvecchio, Consul General,  
Canadian Consulate General, Detroit  
George Costaris, Manager,  
Political/Economic Relations & Public Affairs (PERPA),  
Canadian Consulate General, Detroit

#### **Partnerships: Transportation's Future**

Ron DeCook, Director of Governmental Affairs,  
Michigan Department of Transportation  
Ed Noyola, Deputy Director,  
County Road Association of Michigan  
Joe Fivas, Manager, Transportation & Environment Affairs,  
Michigan Municipal League

#### **Traffic Incident Management for Metro Detroit**

Richard F. Beaubien, P.E., P.T.O.E.,  
Transportation Department Head,  
Hubbell, Roth & Clark, Inc.

#### **FedEx: Connecting Michigan to the World**

Tom Adams, Senior Manager Station Operations,  
FedEx Express  
Michael Bill, Senior Safety Specialist,  
FedEx Express

#### **Getting There**

Al Swain, Associate Director,  
Capital Area Center for Independent Living

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### PLANNING ITEMS

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Planning Team's Comments on the Issues

Drafting the Issues, Goals and Action Plans

## **Second Blue Water Bridge Project**

Expert Speaker: **Bobbi Welke, Southwest Region Engineer, Michigan Department of Transportation BWBII Project Manager**

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### **Agenda**

- **Project Background**
  - **Project Team/Partners**
  - **Coordination Elements**
  - **Construction Phase**
  - **A New Link to Old Friends**
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### **Second Blue Water Bridge Project Background**

- **Maps of project.**
  - Blue Water Bridge connects Port Huron to Sarnia, Ontario.
  - 1,000 people used the bridge in the 1938.
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### **Second Blue Water Bridge Project Background**

- **Owners: MDOT/BWBA**
    - **1938: Existing Bridge**
    - **1983: US Plaza/Bridge EIS**
    - **1992: Task Force – Bridge**
    - **1993/1994: Re-evaluate EIS**
    - **1993/1995: Design**
    - **1995/1997: Construction**
    - **July 1997: Open to Traffic**
  - Original bridge opened to traffic in 1938.
  - 1983 expanded the U.S. Plaza area.
  - 1992 International Task Force met with all local groups to discuss issues relating the whole process of the bridge.
  - 17,000 using the bridge per day in 1992.
  - After a re-evaluation in 1993 it was determined that an additional span needed to be constructed.
  - 1993-94 worked on the environmental process.
  - 1993-95 worked on the design process.
  - 1995-97 construction work, creation of the new span.
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- Second Blue Water Bridge Project Team**
- **Project Management** was over each of the following groups:
  - **Planning Team, Environmental Assessment, Permitting & Approvals**
  - **Engineering Team, Bridge Design, Aesthetics, DQC Construction Engineering, QA, AT Real Estate**
  - **Construction Team, Main-Flanking Span, Michigan and Ontario Approaches, Community Liaison, Insurance Agent**
  - **Technical Advisory Group, Public and Interest Groups**
  - Worked with these five groups throughout the entire project.
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- Second Blue Water Bridge Project Partners**
- **FEDERAL**
  - **18 Canadian Agencies (2 permitting, 4 key reviewing)**
  - **15 U.S. Agencies (2 permitting, 4 key reviewing/FHWA)**
  - **1 Member of Parliament, 1 U.S. Congressman, 2 U.S. Senators**
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- Second Blue Water Bridge Project Partners**
- **PROVINCIAL/STATE**
  - **8 Ontario Agencies (5 key reviewing)**
  - **8 Michigan Agencies (1 permitting, 2 key reviewing)**
  - **2 Members of Ontario's Parliament, 2 Members of Michigan's Legislature**
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- Second Blue Water Bridge Project Partners**
- **LOCAL**
  - **2 Ontario Municipalities (1 key reviewing)**
  - **3 Michigan Municipalities (1 key reviewing)**
  - **23 Ontario Public Groups, 18 Michigan Public Groups, 2 First nations; 11 media; 9 utilities**
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- Second Blue Water Bridge Project Partners**
- **CONTRACTS**
  - **Environmental – Ontario Firm**
  - **Engineering – U.S./Canadian JV, U.S. Firm (DQA)**
  - **Construction – U.S./ Canadian JV, Michigan Firm, Ontario Firm**
  - **Insurances – U.S. Firm**
  - **Public Relations – Ontario Firm**
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- Second Blue Water Bridge Coordination Elements**
- **Environmental Process**
    - **Meet Canadian Environmental Assessment and Review Process**
    - **Review/update U.S. 1983 EIS/1984 ROD**
    - **Secure all approvals and permits**
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**Second Blue  
Water Bridge  
Coordination  
Elements**

- **Environmental Report**
    - **Project Rationale**
    - **Existing Environment**
    - **Public Participation**
    - **Impacts and Mitigation Measures**
    - **First Nations Concerns**
    - **Alternatives**
    - **Selection**
  - Environmental talks about the project rationale.
  - Looked at existing environmental issues.
  - Looked at alternative designs and investigated 5 different bridge plans before final plan was selected.
  - The bridge is part of the communities' identity.
  - Established stakeholders and worked with them on the project development.
  - Worked with various groups on noise, dust, erosion, and access to local street system under bridge.
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**Second Blue  
Water Bridge  
Coordination  
Elements**

- **Engineering Process/Design**
    - **Durability, maintainability and inspectability, constructability, economics, heritage, and aesthetics**
    - **Comparable Bridges**
    - **Design QA**
    - **Pile load tests**
    - **Design/Build Conference**
    - **Load Resistance Factor Design**
    - **Metrics**
    - **Contractor Information Meeting, Pre-Bid Meeting, Prequalification**
    - **Stand alone Specifications: 1571 pages – QC, QA, AT & QA focus**
    - **Plan Sheets: 760 pages**
    - **Fabrication Drawings: 2000 pages**
  - Need to fund the bridge and its operation in the future.
  - Aesthetics of the bridge mattered to the communities.
  - Went out west to see what problems they had.
  - Hired a firm to do Design Quality Assurance.
  - Celebration with various officials.
  - First Michigan project to use metrics.
  - Worked with contractors, obtained their feedback to improve the project.
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**Second Blue  
Water Bridge  
Coordination  
Elements**

- **Engineering Process/Construction**
    - **Stand alone Construction Administration Manual**
    - **Main-Flanking Span/Michigan Approach – MDOT Contract Admin. w/BWBA providing payment for the Ontario part of M/F Span**
    - **Ontario Approach – BWBA Contract Administration**
    - **Contractor Quality Control**
    - **Engineer Quality Assurance and Acceptance Testing**
    - **Michigan Owner Quality Auditing and Public Information Office**
    - **Noise/vibration mitigation while driving, 1,133 H-Piles**
  - Administered through the MDOT's Contract Administration.
  - Public was very important to us on this project.
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**Second Blue  
Water Bridge  
Coordination  
Elements**

- **Construction Process**
    - **Proactive collaboration**
    - **Intergroup Team Building Workshop Mission: "Through teamwork, achieve a quality project on time, within budget."**
    - **Project Workforce and Safety**
    - **U.S./Canadian customs and immigration services**
    - **U.S./Canadian Coast Guard Services**
    - **Steel Fabrication; CNC drilling, member fit up, continuous joining, welding plan for knuckle**
    - **Weekly progress meetings with month-long look ahead**
  - Bridge built below the existing bridge.
  - Attained 60 parcels of property for the bridge to work.
  - Dedicated workforce on both sides of the border.
  - Very large safety program in place.
  - Site specific safety programs.
  - Coordinated with both U.S. and Canadian customs.
  - Steel fabrication was the most complex feature of the bridge.
  - Certain welding requirements were used.
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**Second Blue  
Water Bridge  
Coordination  
Elements**

- **Customer Focus – Planning/ROW/Design/Construction**
  - **Proactive cooperation and coordination**
  - **Permitting Agencies, Interest Groups, General Public**
  - **Local traffic/non-motorized traffic**
  - **Notification of planning progress, informed feedback**
  - **Selection – Modified Continuous Tied Arch**
  - **Construction Public Information Office**
  - **Milestone celebrations**

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- Worked in a cooperative, coordinated effort.
  - Worked with many agencies and local public groups.
  - Information was posted in many newsletters, brochures, and outdoor displays were used.
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**Second Blue  
Water Bridge  
Construction  
Phase**

**Slides of bridge construction pictures from beginning to end of project**

- 4 slides show sequence of events.
  - Slides showing how steel was erected overtime.
  - Slides show view of both bridges.
  - Celebrations were important to MDOT and to the public.
  - Celebration was held for the meeting in the middle of bridge.
  - Grand opening celebration included a very large group walk.
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**Second Blue  
Water Bridge A  
New Link to Old  
Friends**

- **Program Timeline: 12 years => 5 years**
  - **Project Timeline: 17 additional days**
  - **Cost: \$79.6 million => \$80 million (\$82 million budget)**
  - **Quality: 11,000 tons of steel w/350,000 bolts => minimal misfits & no refabrication**
  - Inclusive and simultaneous processes throughout.
  - Success story for everyone involved.
  - Accomplished in 5 years.
  - Bridge was completed 17 days late.
  - Bridge was completed \$2 million below the budget that we had to work with.
  - Quality was very important.
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**Q&A**

Q What are some of the things you learned from the public participation process?

A This project took multiple years, from 1993-1997 for bulk of the work. Public doesn't see what goes on in the design stage, however, many meetings were posted. What would we do different? We would have had someone really focused on the public, rewards were celebrating the bridge.

Q A lot of data, how was information shared? Anything you wished you would have had technology wise?

A We had a very basic website, did not have the technology we had now. Too many files, because of file size, dealing with numerous companies and federal government. Communication flow was hard to do; a lot was done through the use of overnight mail. We would share information electronically today.

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# **The Canada-Michigan Border: Driving the Economies of Canada and the US**

Expert Speaker: **Rocco Delvecchio, Consul General, Canadian Consulate General, Detroit**

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## **The Canada-Michigan Border: Driving the Economies of Canada and the US**

- Protect, advance and represent Canada's interests in the United States
  - 4 state area includes Michigan, Ohio, Indiana and Kentucky
  - Attracting foreign investments in the Canadian market
  - After a discussion with Gloria Jeff, it became clear about a Transportation Summit focused on Michigan should include Ontario, Canada.
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## **CORE MESSAGES**

- **High degree of economic integration**
  - **Critical importance of the border**
  - **Border management to-date**
  - **A vision for the future**
  - High degree of economic integration between Michigan and Ontario.
  - Much of the border's importance was taken for granted until 9/11.
  - Border management successes and challenges.
  - Vision, and how it fits into objectives of the Summit.
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## **CANADA IS BY FAR THE LARGEST U.S. TRADING PARTNER**

- Slide shows a graph and a pie chart on trade between Canada and the U.S.
  - **Between 1996 and 2001, trade between Canada and the U.S. grew at a compound average annual rate of 9.8%.**
  - **The U.S. trades more with Canada than with any other country - the U.S. trades more with Canada than with all of the countries of the E.U. combined!**
  - In terms of the data, many people are surprised at the data.
  - North American Free Trade Act (NAFTA) is 10 years old and has been a source of significant growth between U.S. and Canada trading.
  - Canada is the United States' biggest trading partner.
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## **CANADA'S INTERNATIONAL TRADE**

- **U.S. \$1.3b / day or U.S. \$450b / year**
  - **Canadian exports to: (in US \$ billions)**
  - **Michigan \$47.63**
  - **Europe \$10.8**
  - **Ohio \$10.1**
  - **Japan \$ 5.3**
  - **Indiana \$ 4.2**
- Slightly different perspectives.
- Enormous trading partnership.

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- Big part of trade is in Michigan.
  - Trade between the U.S. and Canada is five times the exports to Europe.
  - Trade between the U.S. and Canada is ten times the exports to Japan.
  - Heart of relationship is between Michigan and Ontario.
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#### **EXPORTS TO CANADA**

- **Michigan's Exports to Canada - US\$20 B. in 2002**
  - **Other includes: furniture, steel, plastics, air conditioning equipment, etc.**
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#### **IMPORTS FROM CANADA**

- **Michigan's Imports from Canada: US\$45.7 B. (2002)**
  - **Other includes: Petroleum, natural gas, aluminium, steel and plastics**
  - Bulk of trade is in the auto sector.
  - Transportation very critical part of automotive trade.
  - Industry is so interconnected.
  - Being able to do trade efficiently and productively.
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#### **CANADA-U.S. BORDER**

- **8,800 kilometres long – over 11,000 kilometres including Alaska**
  - **25% under water**
  - **130 land ports of entry or 130 gates -- with “no fences”**
  - **200m crossings per year**
  - From a security prospective as well as transportation perspective.
  - Border between U.S. and Canada is extensive.
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#### **BORDER MANAGEMENT TO DATE**

- **Smart Border Declaration**
    - **Four Pillars**
      - **Secure flow of people**
      - **Secure flow of goods**
      - **Security of infrastructure**
      - **Joint enforcement**
  - Border management today is a result of 9/11.
  - View of many changed everything after 9/11.
  - 9/11 changed the U.S. relationship with Canada.
  - We work together with Canada on border issues.
  - Result was the Smart Border Declaration.
  - This was signed by the Canadian Prime Minister along with the U.S.
  - Significant implications of this enforcement.
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## **BORDER**

### **ACCOMPLISHMENTS**

- **Expansion of FAST**
  - **Expansion of NEXUS**
  - **Capital Investment in Infrastructure**
  - **IBETs**
  - FAST (Free And Secured Trade) expedites commercial traffic and truck traffic; quicker and more efficient.
  - NEXUS, register vehicle and passenger which qualifies you to move in a special lane. This is the public's version of FAST.
  - IBETs (Integrated Border Enforcement Teams)
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## **BORDER**

### **INFRASTRUCTURE**

- **Bi-national Planning Process**
  - **Canada and Ontario have committed C\$300 million over five years (9/02)**
  - **C\$110 million in improvements at the Blue Water Bridge and along 401/402**
  - **9-point plan in the Windsor-Detroit corridor (5/03)**
  - Improve infrastructure on the Canadian side, basically in the Windsor region.
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## **NINE POINT PLAN**

- **Map of 9 point plan**
  - Map shows the key elements of the 9 point plan.
  - Map shows the various things government is proposing to do.
  - The 9 point plan allows more efficient flow of traffic.
  - The 9 point plan improves infrastructure to better serve flow of traffic.
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## **NINE POINT PLAN**

- **Another option of 9 point plan map**
  - Various options being considered.
  - Prospects of different crossings.
  - Controversial process.
  - Improvements of Windsor which is an important border crossing for us.
  - Windsor and Detroit border crossing.
  - 25% of all cross border truck traffic is between Michigan and Canada.
  - 30% of our exports and 38% of imports come through this corridor.
  - Program put into place on Canadian side.
  - Improvements more broadly shared.
  - We have to establish some mechanisms.
  - This is where the Summit could help us.
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## **Windsor Improvements**

- **Why Windsor? Answer: it accounts for**
  - **25% of cross-border truck volumes**
  - **30% of \$192B Canadian exports; 38% of \$170B Canadian imports to/from U.S.**
  - **Short-term traffic management projects implemented on Huron Church Road (2003)**
  - **Canada and Ontario announced a \$300M package in May, 2003**
  - **Includes roads, overpasses, ITS, and other elements**
  - **Canada-U.S. Ontario Michigan Bi-national Transportation Partnership & Canada/Ontario improvements complementary**
  - **Partnership developing a long-term border transportation strategy for Windsor/Detroit gateway**
  - **Accelerated Bi-national study will meet U.S. and Canadian environmental requirements (i.e. U.S. NEPA, OEAA and CEAA)**
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## **SARNIA/BLUE WATER BRIDGE**

- **Blue Water Bridge/Sarnia**
    - **The second busiest & fastest growing truck crossing along Canada-U.S. border**
    - **\$110 million will be targeted towards:**
    - **Improvements to 20 km of Highway 402**
    - **Operational improvements such as new lighting and variable message signs to be installed on Highway 402 near the bridge.**
    - **Bridge security enhancements, in partnership with Point Edward Village.**
    - **Highway 402 expansion to accommodate a dedicated commercial lane**
    - **Highway 401 expansion to six lanes and interchange improvements near London**
  - **Looking at major infrastructure improvements on the Canadian side.**
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## **VISION FOR THE FUTURE**

- **A Smart Border**
  - **Secure and efficient**
  - **Focus resources on high risk transactions**
- **A “Model Border” for the 21st century:**
  - **State-of-the-art processes**
  - **Integrated transportation planning**
- **Border “Czar”?**
- **Don’t have to trade off security and efficiency.**
- **Given events post 9/11; think about how we might use border crossings between Ontario and Michigan.**
- **The U.S. and Canada borders serve as a model throughout the world.**
- **Raises the question how do we build on this? Agreed process and structures.**

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- Work together on a more sustainable issue; however, nothing is being put forward to allow us to do this.
  - Summit can provide a great opportunity to do this; create a stronger operational link between the U.S. and Canada.
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## NEXT STEPS

- **Border Management: Efficiency and Security**
  - **Trade Facilitation and Investment Promotion: Growing the Economy**
  - **War on Terrorism**
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## Q&A

- Q The FAST system, what are some of its effectiveness? Is there any communication between the two bridges, I also see a lack of IT compatibility?
- A Part of the FAST process would allow us to provide information so that drivers could elect to go one bridge or the other. Most trucks use crossings that are in their delivery region.
- Q Is the NEXUS system going well, what is the economical impact with employees going both ways?
- A I think it's going okay, it's not up to a level we would like yet as there are some problems. Gets into the challenges we all face and is difficult if you don't have the infrastructure to support it. The program fails on another point, NEXUS users have a higher probability of being intercepted at the border. Because of its small user base more probability of getting pulled over at the border. Border is a system and all elements have to work well; can we be smart and determined enough to have process in place.
- Q Planning process, how are all these areas related to each other? Communication and raising ideas with the public; so few people realize the amount of trade that goes through the border. Anyway you might get involved in the Federal Trade Pact?
- A Aware of the five year program and of it's delay of five months. Integrated planning is about execution and funding, I suggest looking for ways to strengthen our relationship, as these are very important issues for us. Integrated planning needs to be at all different levels.
- Q Touched on truck freight and passenger transportation; are there any concerns for rail freight and rail passenger?
- A There is discussion of doing something similar in Windsor like what is done at Port Huron, this is an option that some consider. Not serving rail as well as it might, there are special problems associated with it. There is a great opportunity and potential to be big part of solution, but there are specific problems with rail issues.

## **Partnerships: Transportation's Future**

Expert Speakers: **Ron DeCook, Director of Governmental Affairs, MDOT**  
**Ed Noyola, Deputy Director, County Road Association of Michigan**  
**Joe Fivas, Manager, Transportation & Environment Affairs, Michigan Municipal League**

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### **Speaker: Ron DeCook**

**MDOT  
Relations:  
Where we've  
been and where  
we're going**

- Unique relationship among these three speakers, they each worked in each other's positions.
- Exciting times to be in transportation
- A few years ago these partnerships were more difficult to achieve, we're not pulling together.
- By working together we help each other.
- We work as a team in every aspect.

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**Partnerships for  
Michigan**

- **CRAM Maintenance Master Contract**
- **Transportation Summit Planning and Conduct**
- **Amber Alert – State Police and Association of Broadcasters**
- **Urban Development Benton Harbor/St. Joseph M-63 Edgewater Deed Transfer**
- Five year maintenance plan between counties and state; this is a big step and involved lots of discussions among the groups involved.
- Result is more efficiency, better service, provides counties with what they need locally.
- Summit another important piece and is a tremendous opportunity.
- Amber Alert is an unusual partnership with the Michigan State Police, as well as media network.
- Urban development – provide more land for urban/economic development.
- These are some of the big picture things we have done as part of a partnership.

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**Partnerships for  
Michigan:  
Public**

- **Development of a context sensitive design strategy**
- **Public information and exchange meetings –DIFT, M-1/M-102, Capitol Loop, major projects**
- **Local Advisory Councils**
- **Briefings on major projects with local elected officials**
- MDOT has had the approach of a context sensitive design, however, doesn't do a good job of promoting it publicly. We need to be more aggressive on how we promote issues. Find ways to make this a more dynamic creative approach.
- Working with community groups when doing our projects to get more information on what are special groups specific concerns and needs.

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- Local Advisory Councils; we have talked about a number of meetings regionally. We work with our partners on very important issues to the economy of Michigan.
- Develop on-going working groups on a variety of issues.
- Work with county road associations, etc.
- Improve quality of services that they provide and the quality of the delivery service that MDOT has.
- Working to be more creative, effective and efficient.
- Help avoid issues getting blown out of proportion.
- Mesh public transit with the need of the community; find out how we can help with this.

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**Partnerships  
Ed Noyola's Part  
of the  
Presentation**

- **Transportation Asset Management Council**
- **Local Federal Aid Program**
- County Road Association of Michigan (CRAM) issues and cooperation.
- Lots of room for improvement.
- We can cooperate and get things done.
- Asset Management at the local level, major coordination effort, combined effort in getting legislation passed.
- Process to identify, utilizing a consistent methodology.
- Agencies look at the roads differently; common goal is to get every one on the same page.
- State law provides 25% of the funds made available to local agencies.
- Assure agencies are as efficient as possible.
- 1995 is when 25% federal funding came into place.
- MDOT currently administers federal aid program.
- Local agencies would like to take over all or a portion of the process; by taking over completely or assisting others on a regional basis.
- Local road coordination: standpoint of CRAM and county road commissions is to work together to be as economical as possible.
- Number of territorial divider lines, such as county owned roads; each county will take a portion of the road for maintenance.
- Road commission also shares equipment needed to get the job done; this is economically efficient, safe, and as maintenance free as possible.

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**Partnerships:  
Joe Fivas' Part  
of the  
Presentation**

- **Local Critical Bridge Program**
- New to this position, however, has had an opportunity to talk to several legislators.
- Asked legislatures what they think about transportation policies and MDOT.
- Update of program currently working on with MDOT: Local Bridge Program
- One of the concerns is a lack of funding; county roads have around 1,000 bridges; the program actually penalizes, its a lose/lose situation.

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## Q&A

- Workshops being held between the various players where MDOT acts as facilitator
- Started in July and had sponsors that got together and set up a structure to solve some of these problems.
- Fairly good structure, deals with how to make decisions, communication, what are the expectations of the group, at the end of the day are you where you want to be?
- Breaking down barriers to effective communication, identified some of the issues, problem-solving; want to have a win/win program.
- Identified the best scenario that our members would want; the least acceptable scenario, and the middle ground – where do we compromise?
- Feedback from Friday's meeting was that members are encouraged about the program's process.

Q The concept for the 83 road commissions came about 30-40 years ago, is it time to revisit the role of road commissions?

A System is working pretty good right now and we are comfortable with 83 county road commissions.

Q Regarding the critical bridge program, when bridges are placed on the list some stay on this list for years. How does it work, first come-first served?

A Bridges are evaluated every year and put on the list using a point system. Points are scored out and the bridges with higher points will be funded as funding becomes available.

Q Increasing importance on asset management from the Michigan Municipal League and counties perspective; how do you see all this integrating and can cities and counties take advantage of this?

A Through the Asset Management Council we are working with rural and small cities. This has not been a problem in terms of counties as they are familiar with it. There are a few pilot counties and cities and once they develop the process it can be referred to other counties or cities for the development of their asset management plans. This has been a great coordination process and 75% of federal roads have been rated. The deadline is by the start of deer hunting season and we should make this deadline on time.

Q Road building industry is heavily institutionalized; however, this is not exactly true for transit and non-motorized industry. Do you foresee better ways for the department to integrate these into the overall transportation process?

A That is what we are doing here today and at the Summit. So far we have been very successful with the enhancement programs; however, we would like to know how we can do this better. At the state level, MDOT has a good enhancement non-motorized division, not so sure about the local level.

## **Traffic Incident Management for Metro Detroit**

Expert Speaker: **Richard F. Beaubien, P.E., P.T.O.E., Transportation Department  
Head, Hubbell, Roth & Clark, Inc.**

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### **TRAFFIC INCIDENT MANAGEMENT FOR METRO DETROIT**

- Has been around for 10-15 years.
  - Started as an ad-hoc group.
  - 1991 when started was a different decade, different century, a lot has changed since then.
  - When Congress was considering reauthorization for this program, they came up with ITEA program.
  - Part of ITEA is a congestion management system.
  - National incident management coalition.
  - Driving force behind this is the American Trucking Association; who had a very active president at that time
  - It is important for truckers to get freight delivered on time and congestion was causing a problem with this.
  - Half of the congestion is related to non-recurring congestion.
  - We need to do something about incidents and reduce delay.
  - Other s are different transportation groups, city managers, police, etc.
  - Media events focus on incident management.
  - Boston, Denver, Detroit have traffic incident management programs in place.
  - Detroit had many representatives and talked about the issues; 150 people attended this meeting.
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### **WHAT IS A TRAFFIC INCIDENT?**

- **An event that blocks a lane for more than 30 minutes.**
  - Not necessarily a crash, could be something else.
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### **INCIDENT MANAGEMENT SOLUTIONS**

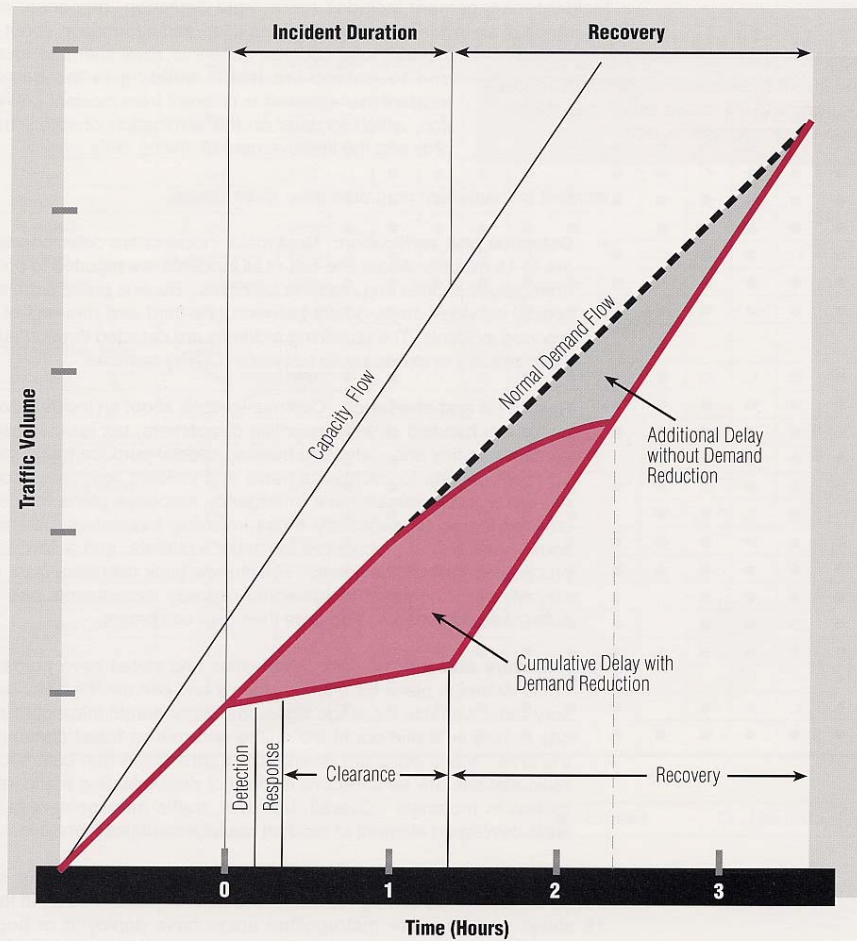
- **Detection and Verification**
  - **Response and Clearance**
  - **Recovery and Information**
  - Might take a short time or a long time to clear a congestion incident.
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## TRAFFIC FLOW DURING AN INCIDENT

Figure 3

*Schematic of Traffic Flow During an Incident*



Source:  
Cambridge Systematics, Inc. 1996

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- **Graph of Traffic Flow During an Incident**
- Red area is delay that goes on.
- If you lose one lane, you lose 50% of the capacity.

**INCIDENT  
TYPES**

- **Traffic Crash**
  - **Disabled Vehicle**
  - **Debris**
  - **Cargo Spill**
  - **HAZMAT Spill**
  - **Abandoned Vehicle**
  - Abandoned vehicle on the shoulder has a traffic impact of about 10-20%.
  - Someone could run into the abandoned vehicle.
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**INCIDENT  
RESPONDERS**

- **Police**
  - **Fire**
  - **HAZMAT**
  - **Emergency Medical**
  - **Tow Vehicles**
  - **Road Agencies**
  - **Broadcast Media**
  - Police are usually the first responders.
  - Call 911 and you will get the local police department.
  - Road agencies don't get called very often; they are down on the list. Road agencies usually get calls when there's a fire under the bridge.
- 

**METRO  
DETROIT  
INCIDENT  
MANAGEMENT  
COALITION**

- **Michigan Department of Transportation**
  - **Michigan State Police**
  - **Southeast Michigan Council of Governments**
  - **City of Detroit**
  - **AAA Michigan**
  - **Road Commission for Oakland County**
  - **City of Troy**
  - **WWJ Radio**
  - This group meets regularly.
- 

**METRO  
DETROIT  
INCIDENT  
MANAGEMENT  
COALITION  
(2)**

- **Emergency Road Response**
- **MDOT – Grand Region**
- **Michigan State University**
- **Federal Highway Administration**
- **Hubbell, Roth & Clark, Inc.**
- These are other players in the incident management coalition.
- Interest around the state. The Grand Region shows up at these meetings.

## **BLUEPRINT FOR ACTION**

- **Combine MSP Dispatch Operations with MDOT Intelligent Transportation Systems Center**
  - **Expand CCTV Camera and Variable Message Signs on Metro Detroit Freeways**
  - **Establish Freeway Courtesy Patrol**
  - **Reduce Abandoned Vehicle Time Limit from 48 Hours to 18 Hours**
  - Its 1992 – now what do we do?
  - Over the next few years establish Blueprint Action.
  - Article that talks about Blueprint Action emerged in the mid 1990's.
  - Established a list of what we want to do, how long, and who will be the leader.
  - One of the major things is the first bullet on this slide.
  - 3,000 cell 911 calls on a typical day. The significant thing about these calls is traffic on freeways.
  - Freeway Courtesy Patrol started as a private organization that slowly blossomed after awhile.
  - We lowered the abandoned vehicle time limit from 48 to 18 hours and you can tell the difference.
- 

## **MDOT INTELLIGENT TRANSPORTATION SYSTEMS CENTER**

- Picture of Dispatch Center
  - This center is in Detroit
  - 4 dispatchers
  - 24/7 operation
  - More than 150 closed circuit TV cameras
  - Advantage to this is – put up on the camera – know what other response is needed before sending out police
- 

## **FREEWAY COURTESY PATROL**

- **Currently a Service of MDOT**
  - **Contractors are AAA Michigan and Emergency Road Response**
  - **35 Vehicles Patrol Metro Detroit Freeways**
  - **27,000 Assists in 2002**
  - Operated by MDOT
  - Free service – problem along the side of the road – MDOT shows up to help you out
  - Advantage is to get the vehicle off the road faster
- 

## **FREEWAY COURTESY PATROL ASSISTS BY CATEGORY**

- **Pie chart of Courtesy Patrol Assists by Category**
  - Flat tires are a big issue
  - Mechanical problems also
  - Running out of gas too
-

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**CONTINUING  
COORDINATION  
ACTIVITIES**

- **Review of Operations and Incident Responses**
    - **I-75/I-94 Tanker Explosion**
    - **Freedom Festival Fireworks Traffic Management**
  - **Review of Messages on Dynamic Message Signs**
    - **Message Priorities**
    - **Safety Messages**
    - **Travel Time Messages**
  - Meet approximately monthly – 10 times a year
  - Meeting this Friday
  - Talk about incidents like the tanker explosion on I-94
  - Some messages are good and some not so good
  - Travel time in metro Detroit – be credible with these signs
- 

**CONTINUING  
COORDINATION  
ACTIVITIES (2)**

- **Develop Incident Management Procedures**
    - **Incident Severity Classification**
    - **Responder Matrix for each Incident Level**
  - **Establish Tow Desk**
    - **Suggestion from Tow Company Representative**
  - Levels of incidents
  - Matrix
- 

**LEVELS OF  
INCIDENTS**

- |                       |   |
|-----------------------|---|
| • <u><b>Level</b></u> | <u><b>Coordination</b></u>                                |
| <b>Level I</b>        | <b>Construction or weather related lane restrictions</b>  |
| <b>Level II</b>       | <b>Freeway or median shoulder closure</b>                 |
| <b>Level III</b>      | <b>One or more lanes closed on one or both directions</b> |
| <b>Level IV</b>       | <b>One direction freeway closure</b>                      |
| <b>Level V</b>        | <b>Full freeway closure</b>                               |
-

**CONTINUING  
COORDINATION  
ACTIVITIES (3)**

- **Report on the Road Commission for Oakland**
    - **County Traffic Operation Center Activities**
  - **Report on MDOT Grand Region Incident**
    - **Management Activities**
  - Regular session where the road commission reports on its activity
  - Coordination and cooperation with the road cameras
- 

**METRO  
DETROIT  
INCIDENT  
MANAGEMENT  
PROGRAM**

- **Reduces Traffic Congestion**
  - **Improves Highway Safety**
- 

**Q&A**

- Q Any impact on congestion regarding the new police law about moving over a lane when a police officer has someone pulled over to the side of the road?
- A Had discussions with the Michigan State Police and they told us that more policemen are killed by cars than by bullets. There was a long debate about what this message would be. It is a problem and an issue. We need to finesse this issue so we don't cause a second incident; currently working on this.
- Q When this coalition was started, it was started as a volunteer organization with no enabling legislation or structure; how did this coalition come about?
- A No one has incident management as their number one job responsibility; it was pretty much a volunteer basis. There was a home for this group in ITS Michigan. They are a committee at ITS Michigan and report to the ITS Michigan Board of Directors. Generally speaking it's volunteer. Southeast Michigan is trying to put together an overall umbrella to handle not just incident management but other orphaned, but required activities that are going on. There is new legislation considered by Congress with more emphasis on regional operating organizations; this is basically a regional operating organization.
- Q Radio traffic person reports like they are reporting from the scene, are they actually at the control center?
- A WWJ is actually there in the center. Metro traffic provides this service for 25-30 stations in metro Detroit.

Note: This group was awarded state recognition and is the only model that integrates state police and regional traffic; it has done a great job over the years. Self assessment on how we are doing; average score is 35, were at 50.

*(Continued on Next Page)*

## **FedEx: Connecting Michigan to the World**

Expert Speaker: **Tom Adams, Senior Manager Station Operations, FedEx Express**

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### **Connecting Michigan To The World**

- **The Power of Specialized Networks, All Focused on Meeting Michigan's Business Needs**
- 

### **Pioneering Delivery Innovation Once Again**

- **FedEx Express**
  - **FedEx Ground**
  - **FedEx Home Delivery**
  - **FedEx Freight**
  - **FedEx Custom Critical**
  - **FedEx Trade Networks**
  - **FedEx Supply Chain Services**
  - FedEx is a 30 year old company.
  - We have reinvented ourselves to meet today's demands.
  - We use all transportation modes except rail.
  - We are coordinated, cooperative, and connected.
- 

### **Powerful Evidence**

- **"Highest in Customer Satisfaction with Small-Package Air, Ground and International Delivery Services"**
  - We were like this group, looking for way to measure our system.
  - We did a similar thing by bringing customers in and asking how we could fix it.
- 

### **FedEx Express**

- **The industry pioneer ... and still the leader.**
    - **Delivery day and time options**
    - **Worldwide coverage**
    - **On-time reliability**
    - **Money-back guarantees**
  - Express Division started 30 years ago with one plane.
- 

### **FedEx Express Domestic Services**

- **FedEx SameDay®**
  - **FedEx First Overnight®**
  - **FedEx Priority Overnight®**
  - **FedEx Standard Overnight®**
  - **FedEx 2Day®**
  - **FedEx Express Saver®**
- 

### **FedEx Express**

- **The world's largest express carrier.**

**International Services**

- **More than 210 countries served**
  - **1 to 2 business days for more than 90% of GDP**
  - **Money-back guarantee**
  - We love our Canadian partners.
  - We deliver to 210 countries everyday.
- 

**FedEx Express International Services**

- **FedEx® International Next Flight**
  - **FedEx International First®**
  - **FedEx International Priority®**
  - **FedEx International Economy®**
  - **FedEx International Priority DirectDistributionSM**
  - **FedEx International Priority Plus®**
  - **FedEx International MailService®**
  - We have catalog companies we deliver for all over the world.
- 

**FedEx International Economy®**

- **Recently expanded to give you more global shipping options**
  - **Offered for every country that FedEx serves (matching our FedEx International Priority® coverage)**
  - **3-5 day product delivery will be a little cheaper.**
- 

**FedEx Ground**

- **Timely, dependable, economical ground deliveries — and solutions.**
    - **U.S.**
    - **International**
    - **Residential**
  - **To Canada, Mexico and Puerto Rico.**
- 

**FedEx Ground (U.S.)**

- **Timely, dependable, economical ground deliveries — and solutions.**
    - **Day-definite delivery to every business address in the U.S.**
      - **1 to 5 business days for the 48 contiguous states**
      - **3 to 7 business days for Alaska and Hawaii**
    - **Money-back guarantee**
    - **A range of solutions for your business**
      - **Returns**
      - **Billing Options**
      - **C.O.D.**
      - **Multiweight**
  - **Also travel to Alaska and Hawaii.**
-

**FedEx®  
International  
Ground**

- **Timely, dependable, economical ground deliveries — and solutions.**
    - **Day-definite delivery to every business address in Canada and Puerto Rico**
      - **3 to 7 business days**
    - **Two service options**
      - **FedEx® International Ground**
      - **FedEx® Ground Distribution\***
    - **A range of solutions for your business**
      - **Returns\***
      - **Billing Options**
      - **C.O.D.**
      - **Multiweight\***
- 

**FedEx® Home  
Delivery**

- **Delivering value to your customer's front door.**
    - **Only service dedicated to residential delivery**
      - **Standard delivery schedule: Tuesday through Saturday, 9 a.m. to 8 p.m.**
    - **Serves virtually 100% of U.S. residential addresses**
    - **Money-back guarantee**
    - **Premium-service options to meet your customers' needs**
      - **FedEx® Signature Home Delivery**
      - **FedEx® Date Certain Home Delivery**
      - **FedEx® Evening Home Delivery**
      - **FedEx® Appointment Home Delivery**
  - **Residential type delivery scenario, we adjusted to meet this need.**
- 

**FedEx Freight  
Services**

- **Ship airfreight and LTL pallets with precision, peace of mind.**
    - **U.S. Express**
    - **International**
    - **U.S. LTL**
- 

**International  
Express Freight  
Services**

- **FedEx International Priority® Freight**
  - **FedEx International Economy® Freight**
  - **International Air Cargo Services**
- 

**U.S. LTL  
Freight**

- **Reliable, responsive LTL nationwide.**
  - **Industry-leading on-time performance**
  - **Palletized and non-palletized**
  - **Coast-to-coast including Alaska, Hawaii and Puerto Rico**
  - **Next-day and second-day regional service**
- **Purchased American FreightWays.**



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**FedEx Custom Critical**

- **Your schedule is our schedule.**
  - **Expedited surface and air solutions**
    - **Surface Expedite**
    - **Air Expedite**
    - **White Glove Services®**
  - **Urgent and heavyweight shipments**
  - **Round-the-clock, highly customized**
- Interesting service.
- Uses the transportation system.
- Customer tells us when they want it and how they want it.
- Service is delivery, however it needs to get there.
- Small vans up to tractor trailers.
- Aircraft to ships.
- White Glove, very detailed customer service; a lot of drug companies use this service because it is very secure.

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**FedEx Trade Networks**

- **Guiding your business to global success.**
  - **Electronic, expedited customs clearance**
  - **Import/export documentation expertise**
  - **International freight forwarding**
- For people that go to consulate offices.
- It's how we do business there.

---

**FedEx Supply Chain Services**

- **Driving efficiency and profitability across your supply chain.**
    - **Transportation**
    - **Information**
    - **Infrastructure**
    - **Solutions**
      - **Fulfillment services**
      - **Transportation management**
      - **Orchestrated delivery management**
      - **Returns management**
  - Fully automated workshop; helps them understand the process.
  - We use to provide the transportation management services.
-

## **Easy Access**

- **FedEx is available where you work and live.**
    - **Convenience network**
      - **More than 38,000 FedEx Express® Drop Boxes**
      - **More than 4,800 FedEx Express Drop Boxes at U.S. Post Office® locations**
      - **More than 5,600 FedEx Authorized ShipCenter® locations**
      - **More than 1,100 Staffed locations (including FedEx World Service Centers®, FedEx Stations, FedEx counters inside Kinko's locations and FedEx drive-through locations)**
    - **fedex.com**
    - **1.800.GoFedEx 1.800.463.3339**
  - Made ourselves very easy to use in the last few years.
  - Metal drop boxes everywhere; in Michigan there are approximately 1100 boxes.
  - 120 boxes at Michigan Post Offices alone.
  - Michigan has the lion share of our network.
  - Staff locations are primarily service centers and accessible on the web.
- 

## **Easy Online: fedex.com**

- **Where the business of shipping gets done.**
    - **Track shipment status**
    - **Ship documents, packages and freight**
    - **Schedule pickup**
    - **Order supplies**
    - **FedEx® Global Trade Manager (featuring first online duty and tax estimator)**
    - **FedEx InSightSM**
  - The last two items are the most important for commerce in Michigan.
- 

## **Easy Online: FedEx® Global Trade Manager**

- **The one-stop source for global shipping assistance.**
    - **Under the International Tools tab on fedex.com**
    - **Featured tools include:**
      - **Find international documents: Import/export documentation for 38 countries — and growing**
      - **Estimate duties and taxes: Save time and money on global shipping**
    - **International Resource Center: Includes an international document library, country profiles, international document assistance and a universal currency converter**
  - Cleared through the ground division before flight.
-

**Easy Online:  
FedEx  
InSightSM**

- Gain greater visibility over your shipping activity.
  - Under the Track tab on fedex.com
  - Dramatically broadens your access to real-time package-status information
  - FedEx InSight advantages include:
    - Monitoring incoming and outgoing shipments
    - Receiving proactive delivery and delay notification
    - Tracking shipments without a tracking number
    - Instantly relaying shipment details to customers
  - Monitor incoming and outgoing shipments.
  - Great for an inventory control standpoint.
- 

**Customer  
Perception**

- Logistics Management & Distribution Report 2002 “Quest for Quality” Survey
    - FedEx Express - No. 1 among all air express carriers
    - FedEx Ground - No. 1 for customer service among all surface package carriers
    - FedEx Supply Chain Services - No. 1 among third-party logistics providers
    - FedEx Freight - No. 1 among multiregional/interregional LTL carriers and No. 1 among western regional LTL carriers
- 

**Customer  
Perception**

- Wal-Mart: FedEx Express “Express Carrier of the Year” (2002)
  - General Motors: FedEx Supply Chain Services a 2001 Supplier of the Year (fourth consecutive year)
  - Compaq: FedEx Corporation International Supplier of the Year (2000)
  - Colgate-Palmolive: FedEx Freight LTL Carrier of the Year (2001)
  - Pfizer: FedEx Custom Critical “Quality Carrier of the Year” (five consecutive years)
  -
- 

**Supporting  
Michigan  
Business With...**

- Specialized networks for the best combination of service and value
  - Unrivalled expertise in transportation and information
  - Reliable, on-time performance
  - Customer convenience and shipping automation
  - FedEx has been with General Motors for a number of years.
  - FedEx would love to get involved in the State of Michigan.
  - We move Michigan’s economy – we as a collective group of transportation companies.
-

## Q&A

- Q When balancing the services that you provide, customer side and transportation side, what kinds of decision do you use going into the transportation side? How do you determine how you put the trucks on the road?
- A Differs by corporate division, home side delivery is usually later in the day; business side is usually after 8:00 a.m. Incident folks impact on how we put trucks on the roads, freight side delivery is more via interstate roads.
- Q Discussing how technology may help our transportation system, can you share with us how you provide advance travel information to your drivers, how you get from Point A to Point B? Can you also provide information about your scanning process?
- A We route drivers around traffic that we know of and we obtain construction projects in advance. Day-to-day generally route drivers on a routine process, freight drivers routed away from congestion. We have on-board computers, inter-communication, and radio data communication. Each vehicle has scanning equipment on-board. Scans are sent via the on-board computer system. Cost of the product delivery is determined by the number of scans. Every time an employee touches the product a scan is made. Scanning information is sent to on-board and mainframe computers. Our guarantee is that we know where your package is within 30 minutes at all times. We are the most expensive game in town because we provide access to your package every day.
- Q Interested in supply chain, it's almost a consultation service. As a company it would be nice if we had this. How is this done in terms of your company's infrastructure?
- A The process is a supply chain. We started designing it from the ground up. Impact of truck sitting in traffic, is one of the things that we looked at. Going by the bullets points around the room, this is where you are concerned too.
- Q You are a partner with the Postal Service, would you partner with transportation agencies?
- A We are a partner with the Postal Service and we help them move a lot of mail. Where we would go next, we're not sure how; that's the next step for us. For example, what about putting our logo on the corner of a restaurant logo in your interstate signs that would show where we have a pick up box? How do we do this; can we put our logo on their signs?
- Q What is the philosophy of traffic safety in your organization for the driver/vehicle? How do you promote that in your system?
- A Our company's philosophy is "people before profits". At all levels we never sacrifice safety, we never ask our drivers to speed. Everything no matter how menial, has safety components involved. Safety never takes a backseat with us. We extensively train our drivers and they go through a recertification process twice annually. We study courier best

(Continued on Next Page)

practices; we never sacrifice safety. Added to that is that the question of safety is always on our mind.

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## Getting There

Expert Speaker: **Al Swain, Associate Director, Capital Area Center for Independent Living**

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- **My background and why transportation is important to me and people with disabilities.**
  - In 1966, I went from 20/20 vision to no vision. I found out I had Multiple Sclerosis and it had affected my vision, and at a later age, my walking.
  - When you are totally blind, what happens in Michigan and in most other states is you can't drive a car. What I would like to know is: Who causes traffic accidents now? Sighted people. (Laughter)
  - I had an opportunity to pose this theory to Candace Miller, who was Secretary of State at that time, she found it amusing but I still didn't get a drivers' license. (Laughter)
- **Other people with disabilities.**
  - The first question we ask is "how do I get there?" How do they get to work, medical appointments, shopping malls?
  - This takes a certain amount of planning on the individual and on the part of the transit provider.
- **I would like to address the 3 C's today and how we can make them better.**

**Connectivity:** today sometimes means computers, cell phones, and nano-technology. They have cell phones small enough for ants.

- Connectivity needs to be a smooth process.
- If I want to go the Lansing Mall, I have to take the CATA Paratransit service on the Ingham County side and then connect with the Eaton Transit service to get to the mall.
- This works fine if it's coordinated, however, if one service is running late, then I would miss the connection and have to wait for the next one to come later in the day.
- Fortunately, I can transfer from my wheel chair to a car, however, others with disabilities need to have transportation service with a lift and this is not always available.
- The smoother you can make it, the more seamless, the better it is.
- Connectivity needs to be on a regional basis instead of county to county.

**Cooperation:** needs to be between all of the transit authorities county to county.

- I went to Bermuda a while ago and found out it was easier to fly there than it was getting transportation for someone who needs travel from Lansing to Jackson. We need seamless transportation.

*(Continued on Next Page)*

**Coordination:** We need a statewide coordinator of transportation services that would be able to help someone in Marquette make transportation arrangements to Lansing or Ann Arbor for medical appointments.

- That coordinator would know if it's a Medicaid trip and be able to arrange the transportation. There are volunteers in each county to transport people who are on Medicaid.
- For example, a consultant traveling from Boston used a wheel chair and needed to be transported from the Lansing Airport to his hotel. The hotel provided a van for able body people, but didn't have a van for disabled people. This person arrived after CATA stopped operations for the day. He called the hotel and was told that there was nothing they could do about it. So then he called me. I asked him what hotel gave him that response, because under the American Disabilities Act (ADA), if they provide transportation for the able bodied they also need to provide some alternative transportation for the disabled. The hotel's response was not accurate, it was their problem. I told the hotel that they were blatantly violating the ADA and that there are non-emergency vehicles that operate 24 hours a day (if you can afford them). The hotel called a Lansing ambulance service to pick up the consultant and transport him back and forth from the airport and hotel. The hotel paid for this service. So he was able to get same kind of benefit that able bodied people received.

- **I encourage you to think of the 3 C's and include all of Michigan's people in the process.**
  - There is also a fourth "C" ---- the Cash to provide this type of transportation. Make it affordable.
- **One more thing, volunteer agencies with drivers usually don't have lift equipped vehicles.**
  - It would be nice if Family Independence Agency (FIA) offices had lift equipped vehicles available to them.

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## Q&A

Q You see the problems and issues far better than the people in this room. Could you elaborate on what you pointed out on the difficulties of individuals to access a seamless transportation system? I have had emails from a gentleman in England asking questions related to getting around in Michigan. We need some level of a statewide transportation coordinator. You brought out the difficulties of public transportation because of the boundaries that exist. What would you envision a seamless transportation system would contain?

A By being regional, we need to cover a multi-county area in ways that

*(Continued on Next Page)*

would make sense. For example how to go from here to Detroit or Grand Rapids, etc. on one affordable lift-equipped vehicle. Not have to do the boundary crossing thing; even with cooperation it is still a chore switching vehicles and time coordination. Need to travel in a wider swath in a regional way and make it affordable. I do a lot of public speaking. I will be at Central Michigan University talking to physical therapists. The University will pay for the transportation piece using a service called Mobility Care Inc. This company started in the Jackson area. It will take about 6 hours of travel time and with gas prices the transportation bill will be about \$175-\$200. Now, what if I had to go there for a personal reason? \$200 is not affordable by the average person on disability. So the regional piece needs to be as affordable as we can make it.

Q How do you see technology being able to facilitate the regional cooperation and being of assistance to the average disabled person – visually or physically? Also, a few years ago at an MDOT sponsored training, a national expert was brought in and as a part of the multi-day training it involved able bodied people experiencing being in a wheelchair, using a walker, cane or being blindfolded. This was the single most powerful lesson I learned. After a half hour I was ready to tear my hair out. I think this is a vital training, how do you see organizations like the Center for Independent Living, along with colleges and transportation organizations, getting that type of training together?

A I am one of the few people who have not embraced the cyber world. I know lots of folks that would be happy to give this group ways of how technology would fill this role. Regarding the training question, this type of training is a sensitive issue; periodically we do an in-service training and we encourage other centers to have a relationship like this. I would be happy to sit down and do an in-service at MDOT and at the Summit level. Once you understand it from the personal level it motivates you.

Q FIA funds transportation, and other agencies provide transportation, what coordination occurs between these different services?

A To my awareness there's not a lot of information back forth. I get calls from people at the state level that don't know about the volunteer programs at FIA. How do we do this? Does someone at MDOT or the state level know how you collect information and disseminate it? Probably doesn't happen. It needs to be at the statewide level. Wish I had control over that. Like the State's voice mail system, when the Governor leaves a broadcast message and you have to hear it before you can check your voice mail. I wish we had a system like that. With something so important to say, people would have to listen to it before they could do anything else.